

**POPULATION LEADERSHIP PROGRAM
(PLP-II)**

A project of the Public Health Institute

RESULTS REVIEW

October 1, 2001 – September 30, 2002

Submitted: October 18, 2002

DRAFT

PLP is funded through cooperative agreement
HRN-A-00-99-00012-00 with the United States
Agency for International Development (USAID).

Achievements and Challenges

PLP continued to work this year to implement USAID's vision to expand technical leadership in areas critical to international health development. We actively supported all Offices of the Global Health Bureau and other health-focused USAID staff including GH senior management. PLP increased organizational and professional development support for Missions overseas and developed new fellowships including unique roles for USAID in the World Bank, WHO, the Glaser Pediatric AIDS Foundation, and with the HIV/AIDS-related private sector. The data presented in the following pages illustrates how PLP is contributing to its strategic objective (SO) and intermediate results (IRs).

Highlights include:

- 93% of PLP's former fellows are still working in family planning, reproductive health, and/or international health (39% response rate). There is a lasting effect in the field as a result of PLP's Fellows.
- A slight increase in Fellows' leadership performance rating from an average 4.4 to 4.6 (5 possible) as reported through 360 reviews. During a time of reorganization, PLP Fellows were able to sustain performance.
- Fellows overwhelmingly agree that the work they are doing is satisfying their professional goals. This good "person/job fit" contributes to retention and sustained results for the bureau's strategic objectives.
- 100% of current Fellows "agreed" that PLP staff treats them with respect. 88% "strongly" agreed.
- The stated purposes of all PLP-sponsored leadership development, management, and technical trainings were "Very Much" achieved over the year with an average score of 3.63/4.00. Moreover, PLP improved this average in the second half of the reporting period, from 3.51/4.00 for October 2001 – March 2002 to 3.76/4.00 for April – September 2002.
- Because PLP expanded coaching through the Organizational Consulting Consortium (OCC), 50% of current cohort-member Fellows indicated that this service is contributing to their personal and professional growth for the period April to September 2002. This is an increase from 33% in the previous period.
- A PEC retreat in June 2002 was effective in helping staff to understand the new organizational chart of the division (3.63/4.00), to learn about each other as colleagues (3.44/4.00), and to develop a timeline for reorganization (3.56/4.00).

PLP continues to discover areas where we can improve our services for greater effect for GH. For example, PLP systematically surveys and interviews exiting Fellows, exploring four dimensions: Fellow Contribution, Work Process Satisfaction, PHI/PLP Support, and Professional Growth. PLP's last eight exiting Fellows reported that they experienced Fellow Contribution (e.g. support of USAID objectives) most prominently, and experienced Work Process Satisfaction (e.g. nature of placement and relationships, feedback, supervision), PHI Support (e.g. benefits, PLP-sponsored activities), and Professional Growth (e.g. achievement of goals, technical skills, ability to attend

activities) equally but significantly less than Fellow Contribution. A closer examination of each of the items in the respective dimensions highlights specific aspects of the fellowship experience that were particularly strong or weak for the respondents. In the Fellow Contribution dimension, it is clear that Fellows have widely varying experiences with their ability to contribute to USAID objectives. Respondents also suggest that feedback from Host Agency Representatives was not as timely and consistent as they would have liked, but that the quality of feedback, when received, was valuable. Fellows reported being satisfied with their placement and believed they were meeting their HAR's expectations for their performance. Significantly lower scores in the Professional Growth dimension clearly suggest that most respondents attended fewer professional development activities than they would have liked. However, higher scores on the remaining items in this dimension indicate that respondents did advance professionally as a result of the fellowship experience.

We expect that PLP's Performance Monitoring and Learning Support System will continue to provide useful data leading to insights regarding successes and challenges. These lessons support PLP's internal quality improvement function and allow us to focus and redirect resources in the manner most helpful to USAID's Global Health Bureau. To support leadership development in the overall Bureau climate, organizational consulting activities continue to incorporate content related to leadership development, performance feedback and personal growth.

Submitted October 18, 2002

Sharon Rudy
Director

Susan Lavezzoli
Deputy Director

John T. Grove
Learning & Evaluation Officer

Recruitment & Placement

IR1: Increased technical capacity within the PHN sector

Sub-results

- 1.1: Increased technical expertise made available to USAID
- 1.2: Increased ability to enable successful fellowship experiences

1.1: Increased technical expertise made available to USAID

Results:

Sustaining Commitment to Global Health: A survey launched in December 2001 and completed in March 2002 revealed that 93% of PLP's former fellows consider themselves to still be working in family planning/reproductive/international health (39% response rate among all alumni). 40% are still serving USAID directly. 13% are working in Cooperating Agencies. One former Fellow is working for the World Health Organization in Geneva. And another accepted a position heading the CDC's AIDS office in Rwanda, moving her into a leadership position within the international health field. Of her experience with PLP, one former Fellow stated, "It was the highlight of my international career. The continuing education and orientation programs were superb as was the institutional support. There are no equals."

Contribution to USAID Objectives: Exiting Fellows indicate extremely high satisfaction in the contribution they were able to make to the work of USAID. At the core of this satisfaction was their ability to "play a leading role in at least two major activities"(mean 6.25/7.00), and their "relationships with cooperating agencies was built on trust and therefore productive."(mean 6.29/7.00). Fellows felt that their "opinions influenced the work of their team/unit" (mean 6.25/7.00). This data suggests motivation to deliver results for USAID.

Efficient Provision of Technical Expertise: In the past year PLP improved the efficiency of recruitment efforts by 123%. Efficient recruitment is measured by the number of qualified applicants divided by the number of total applicants for a position. The yield ratio for the past six months was .58, up from .26 at this time last year. (For every 100 resumes received for a single position, 58 were qualified for the position as opposed to 26.) On average, new fellows brought to their positions 13 years post-graduate experience (maximum individual experience: 22 years) and 5 years experience in developing countries (maximum individual experience: 15 years). These numbers indicate increasingly cost-effective recruitment efforts, an expanded list of qualified candidates for USAID consideration, and a deeper pool of technical expertise.

Global Partnerships: Technical Expertise in non-USAID sites: PLP secured scopes of work to recruit and place three (3) new non-USAID fellowship positions this year in the World Bank, the World Health Organization in Geneva, and the Elizabeth Glaser Pediatric AIDS

Foundation in Kampala, Uganda. Placing expert technical advisors in non-USAID sites facilitates USAID's ability to advance global partnerships through new ventures -- fostering collaboration and common global health strategy development across the donor sector.

1.2: Increased ability to enable successful fellowship experiences

Results:

Superior Administrative Services to Fellows: A survey completed in September 2002 revealed that:

- 100% of current Fellows agreed that PLP staff treated them with respect. 88% “strongly” agreed.
- 81% of current Fellows strongly agreed that they saw immediate responses from PLP staff as a result of listening to their suggestions.
- 88% of current fellows agreed that they always receive a reply from PLP staff within 24 hours of the request. 59% “strongly” agreed.

Exiting Fellows overwhelmingly agreed (mean 6.13 out of 7.00) that “services received from PHI/PLP were valuable” to them.

Increased Interest in the Program: Membership in PLP's position announcement listing service grew 57%, adding 531 new members in the last year. Every day, PLP builds the pool of possible applicants from which to draw expertise for USAID.

Timely Recruitment: The annual average time to fill a fellowship position was 34 working days. (“Time to Fill” = time from posting of announcement to verbal acceptance by candidate). In the past year PLP reduced the average time it takes to fill a new position by 64%, to 1.53 months, compared to 4.25 months at this time last year. This reduction is due in part to a large number of transfers to other staffing programs as well as accommodating USAID's specific placement suggestions.

Readiness and Ability for Service: 80% of top-ranked candidates accepted fellowships with PLP. 100% of candidates offered contingent fellowships obtained security and medical clearances. 100% of fellowships began immediately after obtaining security clearance approval. 100% of fellows maintained security and medical clearances throughout their fellowships.

Placements

PLP placed 11 new fellows during this period:

Nicole Buono (USAID/FHA-WCA), Amy Cunningham (USAID/Tanzania), Nancy Engel (temporary assignment in Cote d'Ivoire), Abdel Hadi Eltahir (BGH/HN), Tom Gardner-Outlaw (BGH/OPRH), Alix Grubel (REDSO/ESA), Karen Heckert (USAID/Cambodia), Neil Hollander (USAID/Philippines), Mary Jordan (BGH/HIV/AIDS), Jessica Pollack (GH/PRH/SDI), and Kellie Stewart (BGH/PRH/SDI).

These individuals contribute a broad range of experience in private sector health planning, service delivery innovations, HIV/AIDS programs, program management and evaluation, population/environment, and assistance to Ministries of Health, as well as expert knowledge in specialized areas such as female genital cutting.

Seven fellowships ended: Jean de Malvinsky (GH/POP/OFPS), Monique Derfuss (GH/POP/OFPS), Nancy Engel (GH/PRH/SDI), Alene Gelbard (USAID/Indonesia), James Griffin (GH/PRH/SDI), Joanne Jeffers (GH/PRH/PEC), Valerie Koscelnik (USAID/Abidjan), and Scott Ratzan (GH/POP/CMT). Jean continues work on USAID's PDMS database. Monique works for an international NGO, and Valerie works for CDC in Rwanda. James is still within the USAID system, and Scott has moved into the private sector in Europe.

See "Table A: Placement Activity" at the end of this section.

Examples of Fellows' Contributions

Strengthening Quality of Services: Amy E. Cunningham initiated a Quality Task Force in Tanzania by meeting with the Ministry of Health Inspectorate and other key donors. This group will work toward a national strategy for quality management and assess current quality-focused work in Tanzania, including a USAID/Tanzania program that aims to recognize high performing providers and facilities for quality delivery of refocused antenatal and family planning services.

Increasing FGC Awareness: In August, Abdel Hadi Eltahir conducted a brown bag entitled "Female Genital Cutting Abandonment: Successful Models and Critical Gaps" for UNICEF headquarters and field staff in New York. The presentation provided information on the prevalence of the FGC practice. He also shared the revised USAID Policy on FGC and introduced successful models that promote FGC elimination. The next FGC Donors Group meeting, a group initiated by USAID, will be held in Geneva in November 2002.

Disseminating Information: In August, Alix Grubel helped the Regional Centre for Quality of Health Care to organize a one-week workshop, "Integrating Nutrition for HIV/AIDS in Pre-Service Training in Africa". USAID/REDSO/PHN and the United Nations University in Tokyo supported the workshop. The objective of the workshop was to familiarize tutors from selected pre-service health and nutrition training institutions in the East and Southern African region on the key issues of nutrition and HIV/AIDS.

Ensuring Effective CA Implementation: Jessica Pollak, in the field for less than a month, is using the USAID evaluation of the EngenderHealth cooperative agreement, country work plans and other documents to define key issues and priorities for the final year implementation and evaluation activities. She has also participated in the SDI Division's CAs meeting, attended the ABC HIV Prevention Technical Experts meeting and familiarized herself with available resources and staff.

Developing Strategic Plans: Lily Kak has assisted the Egypt Mission in writing the Activity Approval Document as well as being instrumental in the creation of its PHN Transition Plan

for 2002-2009. She also aided the Cambodia Mission in developing its Strategic Plan for 2002-2005. She was very active in the initiation of important regional activities concerning newborn care.

Enabling Regional Coordination on HIV/AIDS: Michele Russell has been coordinating the "The Corridors Initiative: A Regional Strategy for HIV/AIDS in Southern Africa." This year, Michele coordinated work in four main areas: (1) Identifying and implementing strategies for prevention and mitigation of HIV/AIDS impact among high risk cross border populations; (2) Engaging leadership across all sectors to support and promote HIV/AIDS policies and programs; (3) Creating and expanding access to better practices, lessons learned, and activities and information regarding HIV/AIDS within the region; and (4) Collecting, analyzing and applying data for implementing and monitoring programs and for projecting needs. In September, she organized a highly-rated regional meeting where African partners, US government health officials and CA's shared information and developed mutual solutions. During this meeting, a regional knowledge sharing strategy was explored.

Improving Policy Environment: Laura Hoemeke has worked with the Beninese Ministry of Health, UNICEF, WHO, the World Bank and other donor agencies, to assist Benin with improving health policies and programs. Key programs, which have been adopted and implemented, include the IMCI (Integrated Management of Childhood Illness), emergency obstetrics and neonatal care, and family health norms and standards of care. She also contributes articles to USAID/Benin's website and various publications.

Keeping Family Planning a Priority in Africa: Khadijat L. Mojidi collaborated with the Global Bureau and senior Agency staff to create a task force and advocacy presentation focused on the constraints facing family planning in Africa. She analyzed key data and reinforced the fact that there is a significant unmet need for modern family planning. Working groups have now shared the presentation with HPN officers in West Africa, Ministers of Health in 14 East and Southern African countries, UNFPA and the World Bank. Next steps include working with Global Bureau counterparts and cooperating agencies to organize a meeting in October 2002. This meeting will encourage continued attention to family planning in program design and implementation within the context of HIV/AIDS in Africa.

Strategy Development: Nicole Buono contributed to the design of the next 5-year West Africa Regional Program health activity. She helped create the input process and facilitated a series of round table discussions with regional experts in HIV/AIDS, FP, CS and Health Sector Strengthening. She also provided information and resources to consultants as well as helped with the review and feedback process.

Providing Technical Expertise: Sara Pacqué-Margolis has developed Monitoring and Evaluation (M&E) plans and mechanisms that facilitate in-country data analysis, leading to domestic policy design, development and implementation. Her effort initiated the 18-country Monitoring and Evaluation of National AIDS Program Workshop in Senegal. Sara also enjoyed teaching M&E topics during the University of Michigan's 2002 Summer Certificate Course in International Family Planning and Reproductive Health.

Strengthening Partnerships: Mary Vandenbroucke assisted the design teams for HIV/AIDS strategic plans for two LAC priority countries, Honduras and Brazil. Her contribution focused on local NGO participation and institutional strengthening for quality service delivery. In addition she received an "Above and Beyond" award certificate in recognition of her contribution to the development of GH Bureaus ideas for the best of the Millennium Challenge Account to accelerate achievement of Global Health goals.

International Policy-level Presentations: Jacob Adetunji initiated and guided the creation of the symposium "Thirty Years of USAID Efforts in Population and Health Data Collection". This major international event provided key data for future strategic planning of the Bureau for Global Health. He also prepared and presented information on the World Health Survey to senior-level policy staff at the Bureau and drafted the request for proposal for the next phase of the Demographic and Health Surveys component of MEASURE, which provides key data on population and health indicators.

Strengthening Communications: Sandra Jordan conducted a communications audit in Kenya and helped USAID/Kenya prepare promotion materials for their programs. In Guinea she laid the groundwork for effective communication between the government and the new Mission Director as well as visiting northern regions of the country to assess USAID interventions. She is also acting as a photographer to help illustrate the work of USAID.

Primary Health Care Focus: Edna Jonas guided the development of a new 2-year primary health care project in the E&E region. She also supervised and coordinated an assessment of USAID/Armenia's work in the health sector over the past three years. This assessment will form the basis for the Mission's new 5-year strategy.

Scaling-up Health Services: Jane Wickstrom has continued to work on the USAID/Ghana-supported Community-based Health Planning and Services (CHPS) Initiative. A senior USAID/W staff commented that this innovative approach "should be the way we do business in the future". Jane serves on CHPS technical committees, donor committees, and coordinates CA efforts. CHPS is now being implemented in all 10 regions of Ghana.

Continued leadership on youth issues: Shanti Conly raised awareness of youth and adolescent reproductive health issues among USAID staff by organizing presentations by youth representatives and experts on youth RH. She was a driving force behind the Office of Population's first contribution to WHO's adolescent health activities and has continued in her role as advisor to YouthNet. As the GH India Country Coordinator she assisted in the development of a new country strategic plan and a new HIV/AIDS strategy.

Long-term contraceptive security: Neil Hollander, with other key mission personnel and experts from USAID/W, developed a new long-term strategy for contraceptive security for the mission. In addition, he developed a new agreement with the USAID global contractor Commercial Market Strategies (CMS) to undertake a new private sector family planning initiative in The Philippines. He was also instrumental in bringing technical expertise to The Philippines to support the development of a management information system for FriendlyCare, one of OPHN's major private sector health programs. Finally, he helped direct

a major actuarial study supported by USAID that evaluated the feasibility of adding preventive health care, family planning and TB DOT'S benefits to the National Health Insurance program.

Organizational Strengthening: Sheila Clapp is currently developing a Volunteer/Internship program for the Chris Barangwanath Hospital in Soweto, South Africa. This program includes creating the information for the website, which should be completed by the end of the year. She has also been involved in organizational development for the Research Unit, including revising the organizational structure and developing work systems. With a consultant from PriceWaterhouseCoopers she organized a budget preparation workshop for program managers and other appropriate personnel. She is also leading proposal development for a \$23.5 million grant from CIPRA (Comprehensive International Program of Research on AIDS).

Recruitment and Placement Activity Highlights

Security Clearances

The Public Health Institute obtained a facilities' security clearance. A facilities clearance enables PLP to interact directly with Department of Industrial Security Clearance Office (DISCO), thereby increasing efficiency of data transmittal, decreasing the waiting time for security clearance processes, and shortening the waiting time between acceptance of the fellowship and ability to start. Due to a variety of problems in the DISCO office, results have been erratic, ranging from three weeks for approval to over three months. PLP is in constant communication with DISCO to work out the system glitches and we anticipate more consistent and favorable processes by the next reporting period.

Fellows' Orientations

Working in conjunction with PaL-Tech and Michigan, PLP piloted a comprehensive orientation to USAID/W, designed to speed fellows' integration into the USAID system. Preliminary results are positive, with orientation materials being utilized by HARs and Fellows as a focal reference to assure that short-term and long-term integration issues are considered. Richer data will be available by the next reporting period.

Fellowship extensions

74% of eligible fellows were fully or partially extended beyond their original 2-year fellowship with an additional 11% going on to work with cooperating agencies. This continuity within the system geometrically increases the technical capacity and experience available to USAID, saving on administrative costs and enabling progression of ongoing programs to the fullest extent possible.

Enhancing a comprehensive approach to Population and Reproductive Health

Several new fellowships entail Scopes of Work where traditionally "siloed" areas are incorporated into population and reproductive health work: HIV/AIDS, Population/Environment connections. This trend reflects positive action toward the need to integrate activities for maximum effect.

New website

PLP's redesigned website is user friendly and offers access to all information and materials relevant to recruitment, placement, and maintenance of Fellowships. This efficient use of technology significantly lowers the per capita cost of outreach efforts, and allows real time information distribution to a wider market of professionals. As of mid-September 2002 the following forms were being actively downloaded (in order of highest frequency):

- Travel advance form
- Travel claim
- Check requests form and instructions
- Travel policies
- Time sheets

Table A: Placement Activity

PLP Fellowships	Total	Domestic	International
Total Fellows as of 9/30/02	28	17	11
Oct. 01 – March 02 (peak)	32	21	11
April 02 – Sept. 02 (peak)	35	24	11
Fellows Placed, Oct. 1-Sept. 02:	11	5	6
Oct. 01 – March 02	7	2	5
April 02 – Sept. 02	4	3	1
Fellows Ended, Oct. 1-Sept. 02:	8	6	2
Oct. 01 – March 02	2	-	2
April 02 – Sept. 02	6	6	-
Extensions¹, Oct. 1-Sept. 02:	12 (75%)	8	4
Oct. 01 – March 02	1 (50%)	1	-
April 02 – Sept. 02	11 (73%)	7	4
Fellows remaining in international development field, post-fellowship	6 (100%)	3	3
At USAID	1	1	
At cooperating agencies	1	1	
At other organizations	2		2
Actively looking in the field	2	1	1

¹ Fully or partially extended beyond their initial 2-year fellowship. 3 Fellows chose not to extend: 2 domestic (Monique Derfuss, Scott Ratzan: BGH/PRH)

1 international (Alene Gelbard: USAID/Indonesia)

Professional Development & Support

IR2: Improved leadership & management of selected Global Health programs

Sub-results

- 2.1 Enhanced leadership and management capabilities of PLP Fellows and select USAID staff
- 2.2 Improved performance of PLP Fellows
- 2.3 Increased access to technical information

2.1 Enhanced leadership and management capabilities of PLP Fellows and select USAID staff

Results:

Consistent Quality of PLP's Services:

- The stated purposes of all PLP-sponsored leadership development, management, and technical trainings were “Very Much” achieved over the year with an average score of 3.63/4.00. The range of scores was 3.0 (Cost-effectiveness) to 4.0 (Technical Writing).
- PLP improved this average in the second half of the reporting period, from 3.51/4.00 for October 2001 – March 2002 to 3.76/4.00 for April – September 2002.
- Sixty percent (60)% of Fellows in the Online Journaling Pilot Group indicate that they have been able to synthesize recently acquired skills with their work. This acquisition is scored along a continuum of typical leadership outcomes; therefore this percentage illustrates the propensity for progression along that continuum. Ninety percent (90%) of this group indicates that PLP staff is contributing to their professional growth as leaders.

Professional Development Services Strongly Desired:

Exiting Fellows indicate a strong desire to participate in PLP's professional development services. The majority of this group stated that they “were not able to participate in as many of the PLP-sponsored activities as they would have liked,” and, they overwhelmingly agreed that it is “difficult to attend professional development activities on a regular basis.” This data also suggests that those services they did take advantage of were valuable to them and they would like to access more. Qualitative data from in-depth interviews reinforce this notion and suggest that inability to participate in professional development services is due to lack of encouragement on the part of their hosts and a related lack of time.

Successful Fall 2001 Retreat –PLP's Annual Hallmark Event

Purpose: 72% of participants gave the highest score possible when asked if the Fall 2001 Leadership Retreat achieved the stated purpose “to provide development experiences that enabled me to realize my own leadership capabilities in order to practice practical leadership at USAID.” This was one of the highest rated retreats in PLP history. One cohort member

stated 4 months after the retreat: "It sensitized me to my personal preferences, pointed out to me areas where I need to improve my skills as a leader, and took me to the critical stage of setting goals to address the obvious gaps."

Applicable Content: Applicability of the Fall 2001 leadership retreat to current job was rated 3.64/4.00. Or, participants can foresee using the concepts and skills presented in their current job. One participant stated, "I really had a chance to reflect on my own strengths and weaknesses, which is what I've been needing!! It shed light on why I react certain ways and why people react to me in certain ways!"

SR 2.2 Improved Performance of PLP Fellows

Results:

Sustained High Performance:

As presented in the table below, all evaluation scores from 360 degree reviews for all Fellows in all dimensions of performance maintained a high rating of at least 4.4/5.0. There was an increase in fellows' leadership scores (4.4 to 4.6) and teamwork/interpersonal skills remained strong (4.6). While not statistically significant, the data suggest consistent performance during a challenging period of reorganization for the DC-based group. One Fellow reported having as many as four HARs in the last year. Data from exiting Fellows also indicates a lack of consistent and timely feedback. However when timely feedback was provided, it was considered extremely valuable. PLP has assessed HAR needs and initiated plans for performance feedback coaching to ensure more continuity once the reorganization of the Agency has stabilized.

Dimension	October '01 – March '02	April '02 – September '02	October '01- September '02
Quality of Work	4.6	4.5	4.6
Leadership	4.4	4.6	4.5
Professional Skills	4.8	4.7	4.7
Teamwork/Interpersonal	4.6	4.6	4.6
<i>All data are means computed out of 5 possible points</i>			

SR 2.3 Increased access to technical information

Results:

Continued Interest in Technical Information: A majority (8 out of 13 responding) of current Fellows said they would be interested in receiving information about technical content via PLP's website or other electronic/digital means. In May 2002, PLP distributed a new set of 8 CD Roms focusing on Contraceptive Technology and Security, TB, MAQ, Maternal Health, Health Sector Reform, and Environmental Health in addition to updated Child Survival and HIV/AIDS to 80 people in USAID Missions and USAID/Washington. Preliminary data from this recent release suggest heavy usage in Washington, DC and select USAID missions. PLP is still collecting this information and will report on this release in March 2003.

Technical CD Roms Useful to Target Audience: The Fall release of 2 CD Roms (Child Survival and HIV/AIDS) indicated use, or intention to use, among those responding to PLP's post-dissemination monitoring exercise. A majority of those responding (7 out of 10) indicated that CD-Roms are a useful way for them to receive technical information.

Highlights included:

- *"I think using CDs is an extremely useful way to disseminate info. I didn't use the CD for training purposes only because currently we don't have a program in Bulgaria which can benefit from such training. However they were very useful to understand what USAID is doing or can do at other countries. They are also useful during the preparation of our next 5 year strategy."* USAID/Bulgaria
- *"Given the fact that we are all inundated w/ new, interesting & at times very useful info., the CD-ROMs approach is indeed a very valuable way to communicate info. & the CD noted above will receive further attn. & application under our program."* USAID/Haiti
- *"CDs are most useful to me as a resource should I have a question."* USAID/Manila

USAID/Russia applied the CD Rom in a staff training and shared the following case:

"We reviewed the CD as a group during a staff meeting, starting with the pretest. Clearly, there were gaps in staff knowledge. Even by reviewing the correct answers together without completing the entire CD, staff became aware of their deficiencies and acknowledged that they didn't know as much as they thought they knew. On the other hand, the context of the HIV epidemic in Russia is such that much of the information is more relevant to programming in other regions (e.g., Africa, and issues of Mother-To-Child-Transmission) so it's understandable why staff wasn't as current. But the questions were very good and difficult enough to challenge staff capacity; therefore, it served in a way as a training tool."

Professional Development and Support Activity Highlights

PLP focuses on developing effective leadership and management practices in the unique environment of USAID. PLP's approach is to bring leadership and management learning opportunities to PHN professionals when they are needed, in the context of actual work activities, and with follow-up coaching and consultation to ensure the integration and application of new practices.

- PLP and the Management & Leadership Program of Management Sciences for Health (MSH) developed and presented an integrated leadership framework to

USAID. The framework fuses critical areas of leadership commitments, practices and outcomes that lead to organizational results. This integration will allow for commonly grounded concepts, interventions, and evaluation across USAID's multiple contexts.

- PLP expanded access to the leadership cohort to include the current NEP class and other interested USAID employees. Content focused on leading in USAID's reorganization. One NEP participant stated, "I think it was an excellent opportunity to get to know more about myself, my strengths/weaknesses, and how this affects relationships in the workplace. I hope to work on the goals/personal objectives I set for myself [in the retreat] and really improve/expand my own professional comfort zone. The most useful tools were the MBTI and the extensive analysis that was done. I also thought development of personal objectives was very helpful."
- PLP introduced "Just-in-time" training opportunities to provide critical learning experiences within days of a specific request.
 - ❑ An advanced technical writing workshop was provided. This workshop was the highest rated activity for the period, receiving a perfect score (4.00/4.00) on achievement of session purpose and near perfect scores on learning objectives (3.83, 4.00, and 4.00).
 - ❑ PLP organized a brown bag lunch on "Caring for Aging Parents." Participants indicated that such a session was helpful to them and enhanced their ability to do their jobs. One participant stated, "When my personal life is more under control, I am less stressed at work."
 - ❑ In April 2002, PLP swiftly arranged a presentation on "New Approaches to Preventing Heterosexual Transmission of HIV" by Dr. Roger Short, a world-renowned Australian HIV/AIDS expert who was visiting the United States. Over 50 people attended.
- PLP launched The PLP Leadership Link, a quarterly newsletter focusing on leadership development and job-related content. In addition, the newsletter provides continuity for content covered in professional development interventions and aims to drive traffic to the PLP website. Leadership and management topics have included:
 - The relationship between technical and personal leadership
 - A breakdown of PLP's approach to professional development
 - Integrity as a leadership tool
 - Launch of the Evalulead Initiative
 - Risk-taking for leaders in a time of change
 - Displaying leadership qualities regardless of position
 - Assessing the need for leadership and management activities in the field
- PLP piloted Online Journaling with Fellows from the 2001 leadership cohort. A recent review of the pilot phase indicates that the tool is considered very useful and has tremendous potential if more time is given to training, less frequency of reporting is required, and if the tool is integrated into the year's learning activities more directly. PLP plans to formally introduce online journaling to all members of the 2002 cohort group, integrating it with PLP's leadership framework and schedule of group and one-on-one learning activities.

- PLP facilitated strategic meetings, including the Leadership Evaluation Advisory Group (LEAG) meeting, with prominent leadership organizations and partners, including MSH. A cross-sector conceptual framework (The EvaluLead Framework) was developed and will be referred to annually to generate evaluation measures and approaches for leadership development interventions.
- The EvaluLead Framework was identified as the most cutting-edge piece of work in the field according to a scan of evaluation approaches of 55 leadership programs conducted by the WK Kellogg Foundation. As a result, WKKF is awarding a small contract to PHI/PLP to develop an implementation guide and recommendation from the fields of leadership and evaluation.
- Annual performance evaluations for Fellows are now completed online, with 100% of HARs and Fellows receiving complete packets of materials at least three months before the review is to take place.
- To support continued performance improvement and planning, PLP has aligned materials for annual evaluations, workplans and professional development plans into easily accessible formats, allowing for greater synthesis on evaluation feedback and agreed next steps with HARs. PLP also has instituted quarterly meetings with HARs.
- PLP was a key member of the organizing team for the October 2001 ANE/E&E SOTA in New Delhi. However, the event was cancelled and re-scheduled due to the events of September 11.
- PLP provided facilitation and logistical support for the Africa SOTA in Nairobi, Kenya, June 2002.
- PLP experimented with a different format for technical trainings by organizing a series of brown bag discussions on Antimicrobial Resistance, the first two of which were "What Every PHN Officer Needs to Know About Drug Resistance" and "Multi-Drug Resistant Malaria: A Mekong Delta Case Study". Attendance at these brown bags was high as were the overall evaluation scores: 3.89 and 3.83 respectively out of 4. This format will be used when appropriate for future technical trainings."
- PLP has initiated support to USAID's newly created Office of Professional Development and Management Support (PDMS). Specifically, PLP launched a training needs assessment for the BGH in September 2002.
- PLP conducted a comprehensive survey among HARs to establish a preferred process for 360° feedback. Recommendations and action planning with HARs will lead to targeted interventions on feedback and performance planning.
- To provide ongoing learning and development services, PLP hired a full-time Manager of Professional Development. The Manager will design and implement professional development strategies and coordinate personal coaching.
- In response to the professional development assessment conducted for the BGH, PLP organized four events: "Cost-Effectiveness Concepts and Applications", "Health Communication and Behavior Change," "E-mail Principles and Etiquette," and "Risk-taking for Leaders in a Time of Change."
- So as to aggregate and compare key elements of PLP's training events, a standardized evaluation and reporting template was designed and implemented. Graphical 2-page report summaries are now available for each activity for staff to plan improvements. A database will be implemented in the next period.

- In response to the September 11 terrorist attacks, PLP/PHI provided services to Fellows through lunchtime discussions, and one-on-one crisis counseling.

Organizational Consulting

IR3: Improved work processes in the Global Health Bureau

Sub-results

SR 3.1 Improved environment for sustainable organizational change

SR 3.2 Increased ability of selected Global Health staff to manage change in a dynamic environment

SR 3.1 Improved environment for sustainable organizational change

Results:

Minimizing Disruption while Enhancing Job Performance: PLP has been providing consultation services to senior levels of management of the Bureau for Global Health since the very beginning of the reorganization. Sixteen (16) retreats were facilitated along with 68 personal coaching sessions with various members of the senior team. Referring to a PLP-led retreat, one senior administrator in the Office of Population and Reproductive Health stated:

"The retreat was a real 'roll up your sleeves session,' which was useful and needed. It helped to reduce painful effects of a re-organization. We were able to deal with many problems before they became destabilizing. It helped me to advance tasks on my own personal work plan. The facilitators were very good, kept us on track, and brought a real energy to the process."

Increased Attention to Specific Divisions: PLP is facilitating a series of retreats for the PEC Division. A retreat in June 2002 was effective in helping staff to understand the new organizational chart of the division (3.63/4.00), to learn about each other as colleagues (3.44/4.00), and to develop a timeline for reorganization (3.56/4.00). The PLP-lead conceptual work done at the retreat was described by the division head as "energetic, emotional, and expressive," further stating that, "[conceptual work] is where the power is." More attention is needed on developing a shared vision; however, inability to complete this objective was said to be due to lack of time in this one retreat. Subsequently, initial follow up conversations indicate that PLP's services are desired again in Spring, 2003, to focus on clarifying the shared vision for the group and to update reorganization activities.

PLP has been working closely with the Research, Training, and Utilization Division (RTU). Outcomes of a recent meeting with Cooperating Agencies indicate that the PLP-provided facilitator was particularly well received. One participant stated learning "a sense of the context in which you all are operating within USAID -- This sheds enormous light on what you bring to us."

Improving Mission-based Teams: PLP Staff and a Consultant conducted an assessment visit and facilitated a retreat intervention for the health team at USAID/Phnom Penh. The intervention strongly achieved the stated purpose (3.69/4.00). The content employed and the process used was well received by staff. Respondents indicated a desire for continued involvement from PLP.

Increased Ability to Respond: PLP more than tripled the number of trained organizational change consultants available to USAID for the current reorganization process (from 4 to 14 consultants). More consultants, with a broad variety of perspectives, are now providing services to the Senior Management Team, Research Division, regional and country teams, Contraceptive and Logistics Management division, and Bureau-wide staff meetings. Plans are being launched with REDSO/ESA for Mission-based consulting.

SR 3.2 Increased ability of selected Global Health staff to manage change in a dynamic environment

Results:

Greater Contribution to Growth – One on One: As a result of PLP institutionalizing coaching through the Organizational Consulting Consortium (OCC), 50% of current cohort-member Fellows indicate that this service is contributing to their growth as leaders and in their jobs. This is an increase from 33% indicating such contribution in the previous period. Of that group, 100% find it to be “most useful.” One Fellow in this cohort shared, in an in-depth interview, that her coach has been “really, really helpful for my professional development” and that she provides practical assistance as “she knows everybody and she knows all the acronyms and all the processes so she’s shown me some really helpful internal documents (general documents on policy and procedures) for my professional development that I didn’t know existed.”

Consistent Contact through Personal Coaching: This period:

- Out of approximately 18 current and 3 former Washington DC based Fellows; 9 or 43% had at least one personal coaching consultation during the last 12 months.
- Among Fellows, the average number of sessions accessed was 2.7, a slight increase over the average of 2.14 of the previous six months.
- Among non-fellow BGH staff, 49 different staff members accessed at least one coaching session with a grand total of 259 sessions. The average number of sessions was 4.26 sessions per person. The range was 1 session to 40 sessions.
- One fellow shared, “My coach understands the organization very well. So her advice is very targeted and practical. She also understands people very well, so her insights into my own behavior are very enlightening & frank. She also brings the two together. We always discuss immediate issues as they relate to my current work situation but we also look towards the future. I always leave my sessions with her with a to-do list (both for the office & for personal issues). Most suggestions have worked & those that don’t give me further insights into how this organization work.”

See “Table B: OC Activity” at the end of this section.

Activity Highlights

- PLP has provided an array of critical consulting services to the Bureau for Global Health. A series of Senior Management retreats have been designed and facilitated with executive coaching follow up on critical action planning.
- PLP completed a performance audit of the Research Division that will examine the relationship between USAID staff and CAs in order to improve performance and create productive collaborations. The activity has been expanded to encompass the Office of Population and Reproductive Health and was formally launched during the USAID-CA meetings in September.
- The Organizational Consulting Consortium (OCC) now consists of 14 uniquely qualified consultants at the ready to provide services to USAID. At least 12 have completed major engagements.
- PLP has conducted 3 meetings of the OCC group to coordinate services and align members with PLP's leadership concepts, evaluation approach, and Results Framework.
- PLP continues to expand services to Missions and Fellows overseas. A consulting project was completed in Cambodia, and several more are in the design phase.
- PLP facilitated the development of a Memorandum of Understanding (MOU) between USAID and the Japanese International Cooperation Agency (JICA) in September 2002. PLP assessed possible collaboration, designed a high-level meeting and facilitated the agreement process resulting in an MOU that established an immediate partnership project and initiated discussions of future projects.
- PLP worked with leaders and staff of the E&E Bureau and the Regional Country Support Office to structure productive working relationships.
- In September 2002, PLP staff designed and facilitated the HIV/AIDS Regional Health Officer and stakeholder meeting in South Africa. PLP provided a workshop on Knowledge Management that guided the group in coordinating strategies and action plans.

INDIVIDUAL CONSULTATIONS/COACHING	
OFFICE / DIVISION	# of CONSULTATIONS
AA/DAA	28
PDMS	22
SPB	40
POP/RH	13
HIV/AIDS	13
RCS	21
HIDN	3
OTHER OR DIVISION SHIFT	119
TOTAL	259

GROUP CONSULTATIONS/RETREATS	
OFFICE / DIVISION	CONSULTATIONS
ORCC	3
SMT	2
CLM	1
PDMS	1
HIV/AIDS	1
PEC	2
Office of POP	1
SDI	1
ANE	2
RTU	2
TOTAL	16

Learning & Evaluation

Performance Monitoring

A working Performance Monitoring and Learning Support Plan (PMLSP) was completed. The PMLSP outlines data collection approaches and core and expanded performance indicators. The entire PLP staff convened for one full week to develop sub-results, assumptions, narrative descriptions, and indicators for each key result area. The PMLSP also integrates the recently developed conceptual underpinnings of the EvaluLead Framework. Several data collection processes are completed and have been implemented: exit interview online survey and in-depth interviews, an annual online administrative services questionnaire, and online journaling (pilot). Several instruments are in development in conjunction with PLP's Integrated Leadership Framework: a leadership development self-assessment (self and integrated with routine 360 degree assessment of Fellows), and an organizational climate assessment for organizational consulting interventions. PLP has identified and contracted three highly qualified consultants to support the PMLSP specifically with survey development and analysis, in-depth exit interviewing, and case studies. Online Journaling was pilot tested with 8 current cohort-member Fellows, eliciting quantitative and evocative data on a monthly basis. This pilot phase was assessed in August 2002 and was deemed valuable to the learning process. PLP will make online journaling more reflective of PLP's Leadership Framework and make it available to all cohort 2002 members with attention to provision of "hands-on" training and more purposeful integration with program interventions. A standardized training design format and event evaluation form has been established for longitudinal data clustering and quality analysis.

EvaluLead Framework

On March 1, 2002, PLP convened the Leadership Evaluation Advisory Group (LEAG), a group of leading thinkers from universities, consulting groups, USAID programs, and non-USAID leadership programs to discuss challenges and opportunities in evaluating leadership development interventions. Collaborators included:

- Management Sciences for Health
- Bill and Melinda Gates Institute for Population and Reproductive Health
- Center for Creative Leadership (Jennifer Martineau – Core Advisor)
- University of New Mexico (Hallie Preskill – Core Advisor)
- Center for Public Health Leadership and Practice
- University of Washington
- International Health Programs
- Pacific Institute for Research and Evaluation (Barry Kibel – Core Advisor)
- Performance Paradigm (Jerome Peloquin – Core Advisor '02)
- Leadership Enterprises
- Institute for International Education

Through discussion oriented toward consensus, the group reacted and expanded upon PLP's draft EvaluLead framework. The proceedings lead to a commonly understood framework that leadership development programs can use to evaluate the effects of their interventions. Approaches to evaluation design were also shared through discussions lead by four expert advisors. PLP started a listserv and has been in contact with several programs on aspects of evaluation relevant to the EvaluLead Framework. PLP has begun initial discussions with programs concerning the design and outcomes of the next LEAG meeting in Washington, DC in Spring 2003. The EvaluLead Framework has gained recognition in the field. For example, the WK Kellogg Foundation (WKKF) recently conducted a scan of 55 leadership development programs to determine what approaches are being used to evaluate leadership interventions. PLP's EvaluLead Framework stood out as the cutting-edge piece of work in the field and, as a result, WKKF will be funding PHI/PLP to expand work related to the EvaluLead Framework. The results will form recommendations to the field, support an implementation guide and a publication-quality monograph. PLP has invited senior USAID staff to be involved in this process. This leverage greatly enhances the value of the work to the USAID system and is a notable contribution to the field at-large.

Special Initiatives and Communications

Special Initiatives

Special initiatives with PLP's partners included work with minority-serving institutions (MSIs), enhanced external communications, and collaboration with other international health and leadership organizations.

Minority-serving Institutions (MSIs)

A first step toward increasing the participation of Minority-Serving Institutions (MSI) in USAID-funded programs is to determine where there is overlap between MSI resources and USAID needs. PLP participated in a March 5, 2002 launch of the MSI Initiative, attended by member institutions of the Minority Health Professions Foundation (MHPF). Staff facilitated a visioning exercise to uncover the interests, capacities, and experiences of MHPF member schools and faculty in international health; their vision of an ideal international health program for their institution; and the steps that would be required to attain the vision. The result is a preliminary analysis that will help guide our next steps in the MSI Initiative. PLP contracted the services of an organizational consultant, Mr. Jawara Lumumba of TRG, who developed a background document to support a strategic plan for increasing MSI participation in USAID-funded programs. Another consultant, Noble Maseru has been contracted to identify faculty at several HBCUs to invite them into the planning process and develop profiles of MSIs. This work will be part of, and lead to an orientation for HBCUs to USAID in November.

Sustainable Leadership Initiative (SLI)

As a result of dollars leveraged from private sources for enhancing development of the EvaluLead Framework, PHI/PLP has launched the SLI. The SLI aims to develop and

disseminate evaluation tools and resources to leadership programs working in population, international health and beyond. USAID and a host of other organizations will contribute and benefit from this important work. John Grove, PLP's Learning & Evaluation Manager will serve as the Project Director of this initiative, assuring donor collaboration and dissemination throughout the USAID system and the broader field.

Communications

Working in concert with USAID communications experts, PLP has been actively enhancing communication approaches and program messages over the last year. A conceptual evolution is taking place as PLP adds more learning and organizational development depth to the original fellowship format. Appropriate messages have been incorporated into all materials going forward. The following elements and products have been completed.

Product/publication:	Disseminated to:
PHI Weekly Update: To increase the visibility of USAID and in the public health community, PLP now makes regular and strategic contributions to the PHI Weekly Update, (an internal PHI e-mail newsletter). These contributions are designed to showcase PLP's work and familiarize the other PHI projects with USAID.	<ul style="list-style-type: none"> • PHI Staff • PHI Projects
Leadership Link Newsletter: PLP has improved dissemination to fellows through a quarterly newsletter that highlights leadership activities and serves to drive traffic to PLP's website. The first issue of the Leadership Link was released in March 2002.	<ul style="list-style-type: none"> • USAID • PHI • Other CAs • Current/former/potential fellows • PLP Staff
Staff Newsletter: PLP has increased coordination among key result teams via a monthly e-mail newsletter was initiated in September 2002.	<ul style="list-style-type: none"> • PLP Staff
Quarterly report: To provide concise and timely information to USAID, the Quarterly Report includes the former PLP weekly update, personnel update and recruitment update. The first one went out September 1, 2002.	<ul style="list-style-type: none"> • Rochelle Thompson • PLP Staff
Recruitment Materials: To attract potential	<ul style="list-style-type: none"> • APHA meeting

fellows, the conference displays and brochures have been completely updated with new photographs, logos and graphic treatment.	<ul style="list-style-type: none"> • Global Health Council meeting • Other recruitment venues
Mailing to USAID Missions: To inform Missions of fellowship and organizational consulting options, a packet including a letter, brochure, and newsletter was distributed to approximately 70 missions in April 2002 and resulted in increased interest in PLP fellowships.	<ul style="list-style-type: none"> • Select overseas missions
Press Releases: To showcase successful PLP activities (Retreat and LEAG Meeting), two press releases were assembled and distributed in November 2001 and June 2002.	<ul style="list-style-type: none"> • Appropriate individuals and USAID • Global Health Council • PlanetWire • Hewlett Foundation-Joseph Speidel-Director • Pathfinder (CA) in Boston • TRG • CEDPA-Tally Valenzuela VP of Programming • CEDPA-Winston Allen • Gates Inst. For Population and Repro. Health-Amy Tsui • Interaction-Monday Developments • Civicus-email update • Communication Initiative
Fellow interviews: To highlight the professional stories of fellows, a formal interview process has been put in place. Eight interviews, focusing on personal and professional aspects of the fellows' lives and work, were completed and are being used on the website, in the newsletter, and for evaluation analyses.	<ul style="list-style-type: none"> • For use in the Leadership Link and PLP website
Website: With updated graphics and colors, and new content to include leadership activities, a prototype website with streamlined navigation was finalized and the site went live in July 2002.	<ul style="list-style-type: none"> • USAID and other stakeholders • Current/former/potential fellows • PLP Staff • Other health and leadership organizations
Mission PowerPoint Presentation: At the request of a Fellow, a new informational tool was made available for use in the Tanzania Mission. The presentation includes information about PLP	<ul style="list-style-type: none"> • Mission staff in Tanzania

and PHI and serves as a prototype for other Mission presentations.	
Recruitment e-mail: PLP disseminated information to USAID about new and more effective recruitment tools available through PLP in September 2001.	<ul style="list-style-type: none"> • USAID
PLP orientation guides: A new set of USAID orientation guides was produced in September 2002, one for HARs and one for new Fellows. The objectives were: To provide a comprehensive overview of the orientation process, clarification of the fellows' and HARs' roles in the orientation process and efficient support and references. The guides are currently in use.	<ul style="list-style-type: none"> • Fellows • HARs
Online journaling job aid: A quick reference guide focusing on how to access and use online journaling.	<ul style="list-style-type: none"> • Online journaling pilot group fellows

Information Technology

- A secure network installed with firewall protection and REAL-TIME virus scanning. (October-November)
- Virtual Private Network (VPN) installed to secure file-sharing, emails with the DC office. (October-November)
- A new PLP intranet developed for sharing calendars, events and files over the net. (November)
- High-end B&W and Color printers installed to handle large projects and day-to-day printing. (December)
- Developed a new process for tracking of equipment at USAID. Web-based, database driven forms are being used to handle this task. (Jan-Feb)
- Developed a new process for ordering, installing, fixing and disposing of equipment. (January)
- Started the process for revamping the PLP website. New design and state of the art programming being developed for midyear launch. (Jan-March)
- Research and installation process for PLP videoconferencing system completed. (Feb-March)
- PLP installed state of the art videoconferencing system to link both offices (March)
- High-speed internet access installed between DC and California offices. (March)
- Brand new top-end IBM computers were setup for the domestic Fellows in DC to replace old machines. (March-April)
- Brand new server set up to handle the new website. (April)

- Final phase of website delivered and programming begun with a beta version of the website. Final version of the website rolled out. (April-July)
- Brand new Listserv site is being developed in-house to handle the recruitment needs. (July - August)
- Since the launch of the new PLP website (July), the following statistics have been generated:

Total Hits for the entire website: 132,976

Average daily visitors (including multiple visits by one person): 101

Average visit length: 7 minutes

Unique total visitors: 2,393

Unique daily visitors: 40

Top accessed sections (except home page):

Recruitment
 Fellows
 Staff
 About Us
 Professional development
 OCC
 PR

Most active organizations (aside from PLP):

USAID
 AOL (people with AOL accounts)
 PHI
 South Africa

Most downloaded files:

Travel Advance form
 Travel Claim
 Check requests form and instructions
 PLP newsletter
 EvaluLead position paper
 Travel Policies
 Time sheets